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DD / S R E G I S T R Y

FILE *Training* 3

22 FEB 1964

MEMORANDUM FOR: Deputy Director for Support

SUBJECT : OTR Monitoring of Americans Abroad
Orientation

1. During the period 1 February through 3 May 1964, [] employees processed PCS through the Central Processing Branch. Eighty-two percent [] either attended the AAO or because of previous experience in the country of assignment were not required to attend. The attached memoranda reflect the varied reasons why 18% [] employees did not attend the AAO prior to departure abroad. Some of the reasons are quite justified; others are questionable; and, of course, some are merely manufactured excuses.

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2. The structure of the AAO Course as well as a firm schedule for next year is presently under consideration within the Office of Training. It is believed that the revision in objectives, the fixed schedule of courses, and more realistic criteria for required attendance will result in better compliance with [] A special study on these proposals will be submitted to you for approval at a later date.

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[]

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MATTHEW BAIRD
Director of Training

Attachments:

Memos from OC, DDP/TRO, O/DD/I

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22 July 1964

MEMORANDUM FOR: Director of Training

ATTENTION : Chief, Plans and Policy Staff

SUBJECT : Attendance at AAO Courses

REFERENCE : C/PPS/TR memorandum for DD/P/TRO,
dated 14 July 1964, same subject.

In reply to the request contained in your memorandum I have reviewed the names of individuals who did not attend the AAO during the period 1 February - 3 May 1964. The reason for nonattendance and, in most cases, extenuating circumstances are listed in each case.



Att.

STAT

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22 JUL 1964

Vernon:

STAT

[] of the Plans Staff of OTR is, at my direction, now obtaining the material necessary for the Americans Abroad Orientation report. I am obtaining the DD/S components' reasons for violations. The Communications Office is our only offender this time. A few days ago, I advised [] to send us a copy of the full report when obtained from all Directorates.

STAT

The only comment I have on the DTR's attached memorandum is that regardless of the intensity of workload, the job should be done. If all are satisfied with the new schedule, that is one thing; but if employees or dependents are denied the data provided, continued action such as that as has been given should be desirable.

RBJH

C O P Y

20 JUL 1964

Director of Communications
Attn: Training Officer
GB 0708 Hqs

1 - 2:

The attached list sets forth the Office of Communications employees who did not attend the AAO Course. As you know, we must make a report to the DDCI giving the reasons for non-attendance. Please give the reason for each individual on the attached list and send it to the Office of Training before 24 July. This office would appreciate a copy.

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Senior Training Officer:
Deputy Director for Support

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Orig RS from Plans and Policy Staff, OTR.

1 to 3

As I discussed with you some few weeks ago, the DD/S is of the opinion that the Office of Training should obtain the reasons why people did not comply with the provisions of [redacted]. Therefore, rather than have this office perform the function you mention in paragraph 3, it is suggested that your office request the reasons from the offices of the absentees listed in your attachment. It is assumed your report covers all offices. Upon receipt a report can be sent from this office to the DDCI.

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Senior Training Officer
Deputy Director for Support

Attachment

Memo dtd 14 July 64 for Senior
Training Officer/DES fr

[redacted] Plans
and Policy Staff, subj:
Attendance at AAO Courses.
(DD/S 64-3866)

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SA-DD/S:RBJH/ms (15 July 64)

Distribution:

Orig RS - Addressee, w/orig ~~att~~ of
Att

1 - SA-DD/S, *See copy of att*

GROUP 1
Excluded from automatic
downgrading and
declassification

14 JUL 1964

MEMORANDUM FOR: Senior Training Officer/DDS

SUBJECT : Attendance at AAO Courses

1. According to the records available to this office those individuals listed in the attachment have departed PCS without having benefited from an Americans Abroad Orientation Course.

25X1 2. [] makes it mandatory that individuals, who have not previously attended an AAO, or been in the country of assignment must attend an AAO before departing overseas. It further requires a periodic report to the DCI as to compliance with the directive.

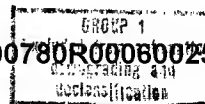
3. Before submission of such a report (which must contain names and sponsoring components of those not attending) this office request you review the names on the attachment and prepare a statement as to why they did not comply with [] Quite possibly there were extenuating circumstances in some of the cases and therefore those would not be reported.

4. It would be appreciated if your report could be in this office by 22 July.

[]
Plans and Policy Staff

Attachment: a/s

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DD/S 64-3946

15 JUL 1964

DD / S REGISTRY

FILE Training

MEMORANDUM FOR: Deputy Director for Support

SUBJECT : Americans Abroad Orientations

1. A major shift in the method of scheduling the Americans Abroad Orientations is essential. With your approval, the action described in paragraph three will be carried out, effective on 1 January 1965. As a result, the proportion of outbound personnel and dependents enrolled in these courses in conformance with [] of 23 October 1963 may decline. No change in the Notice at this time is believed necessary.

2. I have long been concerned over the excessive work load (paragraph four) carried by our three chief area instructors. This problem was discussed in detail in the Annual Report on the Area Training Program for FY 1963. Under existing personnel ceilings, the only hope of alleviating this problem appears to lie in discontinuing our practice of scheduling the briefings on demand.

3. We now plan to run these classes according to a published long-term schedule which will hold each area instructor to a maximum of 24 hours of contact teaching per week. Courses on individual countries, as contemplated by [] and requested by the DDI Training Officer, will continue to be offered. Classes for each country, however, will be set at intervals of two or three months, instead of one or two months as at present. Furthermore, opportunities for "eleventh-hour specials" will be granted only within the new limitation on an instructor's work load.

4. For the past two years, the three chief instructors have averaged 24 hours of contact teaching per week from January through June, when almost 60% of the year's classes are requested. We consider that 24 hours per week in the classroom should be a maximum. In such a week, about 15 of the teaching hours are devoted to lectures. For these, at least 30 hours of preparation are needed, not counting time for supervision of the extensive logistical requirements of this

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type of presentation, or for administrative tasks. Yet, in the fourth quarter of fiscal year 1964, two of the chief instructors averaged between 28 and 30 hours of class per week, and carried 40 hours on several occasions. Obviously, this sustained intensity of work load over a period of months must lead to an unreasonable amount of overtime, serious health hazards, and a general deterioration of the quality of the instruction.

5. This problem is the consequence of our standing offer to schedule courses on demand, which has led training officers generally to give a higher priority to meeting the limitations of other training and processing schedules. Furthermore, each overseas assignment poses different requirements in respect to timing and preparation, and outbound movement tends to be concentrated more heavily in the spring. In the presence of so many variables, and with only three chief instructors trying to handle about 80 separate courses, it is clear why the Area Staff has been subjected to widely fluctuating and unsystematic demands.

7. Much of the success of the new scheduling procedures will depend on the degree of cooperation of the training officers. They will be expected to schedule assignees for the orientations immediately after the assignments are determined, and also to notify us of cancellations promptly so that unneeded time can be unblocked. The two key officers concerned, [REDACTED] (OC), are fully in support of our proposed change and assure us of their complete cooperation. On our part, we will stand

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Excluded from automatic
downgrading and
declassification

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ready to switch courses and take on belated requests in an effort to meet changing demands, within the overall limitation of the work load specified in paragraph three. We have promised to allocate time especially for OC's out-of-town classes which are brought to Headquarters for only a few days.

8. Our proposed action places upon the requesting components the main burden of responsibility for compliance with [redacted] believes that our new scheduling procedures will allow sufficient leeway to permit compliance. Hence I do not consider that any weakening of the Headquarters Notice is indicated. You will recall that, even with our present system, we found that the failure to comply reached about 20% in December and January.

Matthew Baird
Director of Training

APPROVED:

Signed 4 AUG 1964

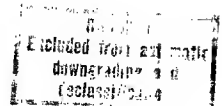
L. K. White
Deputy Director for Support

DC/AT/LAS/OTR: [redacted] dn (15 July 1964)

Distribution:

0 - AT/LAS
2 - DD/S [redacted] - SD/P
2 - DD/S [redacted] - OC
2 - BTR 1 - AT/LAS (w/h)

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TRANSMITTAL SLIP		DATE
TO: Colonel White via Mr. Banner		27 July 1964
ROOM NO.	BUILDING	
REMARKS: Rec: Using this as an example, do you wish to sign these or should I act on them? <i>PG</i> Recommend your approval. <i>VT</i> <i>VRT</i> The training officers of DDP + OC concern in this proposal <i>JS</i>		
FROM:		
ROOM NO.	BUILDING	EXTENSION

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